



DEPARTMENT OF THE NAVY  
CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON DC 20350-2000

August 1, 2019

MEMORANDUM FOR VICE CHIEF OF NAVAL OPERATIONS

SUBJECT: Comprehensive Review of Judge Advocate General's Corps

Ref: (a) CNO memo of 13 Jun 19  
(b) JAG memo of 11 Jul 19

Recent events indicate a need to review the leadership and performance of the Judge Advocate General's (JAG) Corps.

In furtherance of references (a) and (b), you are directed to lead a Comprehensive Review of the JAG Corps leadership and performance over the past four years. Although you are not limited to the issues identified below, this review should address the following areas:

- Individual training and professional development, to include leadership development, of officer and enlisted legal professionals with a particular focus on mid-grade and senior officer and enlisted leaders;
- Organization and command relationships of the Office of the JAG and Naval Legal Service Command;
- Unit level training and command performance, to include manning, personnel management, leadership oversight, and assessment of legal risk and mitigation at all levels of the chain of command;
- Provision of legal advice to commanders with a particular focus on consistent delivery of the complete spectrum of legally permissible options with a risk-analyzed, operationally informed legal assessment; and
- Evaluation of JAG Corps officer career progression and community values for promotion selection and detailing.

As part of this review, request you make detailed recommendations with respect to corrective actions necessary. In the conduct of the review, you will seek input and insights from other services, industry, and highly qualified experts outside the services in order to ensure the widest possible perspective as we drive to the heart of the underlying issues and attack the root causes.

The results of the review will be provided within 60 days, unless an extension is requested and granted.



J. M. RICHARDSON